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56-2057CIA PERSONNEL PROGRAM

1. An ambiguous and confusing area of Agency administration appears to be our personnel program. If one were to attempt to outline the personnel policies currently in effect and to outline the system by which they are administered, one would be faced with a very difficult task. Research would lead one to the following:

a. A large body of conventional Civil Service policies and regulations, modified and supplemented by Agency policies and procedures set forth in Agency regulations.

b. A large body of personnel policies and practices which are not found in Agency regulations but which are nonetheless official, since they are in daily operation. These official, but unpublicized, policies and practices not infrequently involve inconsistencies and deviations from official publicized documents.

c. A radically new body of personnel philosophies and management concepts which have no apparent authenticity, but which is freely discussed with such firmness that official approval (at least in principle) must be assumed.

2. The cause of this situation is readily determined. Serious consideration of a Career Service system for CIA occurred just at the time that a real effort was being made to reduce CIA's evolved personnel management program to regulatory form. This resulted in the diversion of man power and effort from the job of delineating and refining the existing personnel management system. The result was that many needed regulations reflecting current policies have not yet been published. In addition, modification of then existing personnel concepts began to be made in anticipation of the as yet undeveloped career system, contributing still more to the confusion.

3. To an administrator with responsibility for an organizational component, this is a most unsatisfactory situation. Depending upon how many sources he may turn for official guidance, he will receive that many different opinions as to current policies and procedures. Recommendation:

a. That those regulatory issuances on personnel policies and procedures which are not currently effected by the Career Service policies being developed be completed and published at the earliest possible date.

b. That a listing be prepared of the personnel policies and procedures which are most frequently encountered in daily administration and for which there is no official doctrine. The current policies and procedures relative to each of these problem areas should be determined and be published in at least a temporary form (see attachment for listing of ambiguous or contradictory policies and practices).

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c. That Agency supervisors be given an outline of the system of personnel management toward which CIA is working and a complete explanation as to the need and objectives of this system. They also should be advised as to the problems and delays which will be encountered in implementing this program.

4. It is believed that if the above steps are taken, supervisors will again have a sound basis, not only for their day-to-day problems but will be encouraged to initiate the preliminary steps which will ultimately facilitate conversion to the full career program desired.

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Attachment A

a) The DD/S has stated that ceilings and T/O's shall be identical. This is not true in current practice and no action appears to have been taken to bring this about. Question: What is the Agency system to control ceiling?

b) There appears to be confusion as to whether or not contract employees performing staff-type duties are to be included in ceilings.

c) There is no Agency policy controlling numbers of contract employees performing staff-type duties nor the rates of compensation therefor. Question: What is policy?

d) The Director of Personnel some months ago publicly indicated that T/O's would be abolished and would be replaced by Manning Tables.

e) A senior official in the Office of Personnel has stated that

1) The DCI had approved in principle the "Manning Table" and "grade-on-back" concepts.

2) The DCI had removed the 1% limitation on "black duck" positions.

3) Personnel and training functions would be merged.

4) A competitive promotion system for each grade in each career designation has been approved in principle.

5) The JCD program would be merged with the JOT program.

6) The promotion rate within CIA would soon be controlled on a quota basis.

7) All professional personnel would be recruited by the Office of Personnel excluding only lateral transfers, technicians, and a few high level individuals with exceptional skills and experience. Operating components would then "recruit" from the personnel pool.

8) An individual career planning system has been approved.

f) The Agency's medical benefits program was initiated in May 1953 but has not yet been officially announced.

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